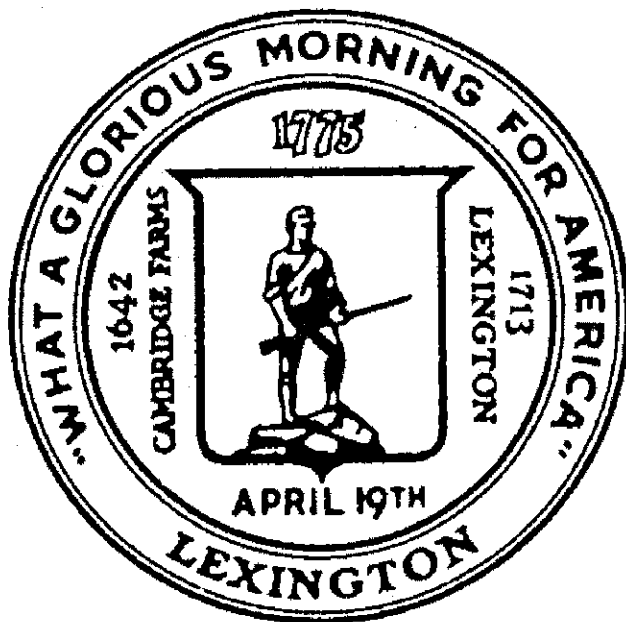


# Section XI: Capital Investment





# Section XI: Capital Investment

---

## INTRODUCTION

A crucial aspect of the Town's operations, from providing services to its residents and businesses to equipping employees to effectively perform their jobs, requires the existence of certain basic physical assets. These assets include streets, water mains, parks, buildings, large equipment and technology. They must be purchased, maintained and replaced on a timely basis or their usefulness in providing public services will diminish. The Town's five-year Capital Improvements Program and annual Capital Budget are developed to ensure adequate capital investment in the Town's assets.

## DEFINITION OF CAPITAL PROJECTS

For the purposes of the capital planning process, a capital project is defined as a major, non-recurring expenditure that generally meets all of the following criteria:

- Massachusetts General Laws permit the Town to issue bonds to finance the expenditure;
- The expenditure is \$25,000 or more for a single item, or five times this threshold (\$125,000) for a capital project consisting of multiple units costing less than \$25,000 each;
- The expenditure will have a useful life of 10 years or more for buildings or building components and five years for vehicles and equipment; and
- Planning, engineering, or design services may be considered capital when such services are integral to a construction, renewal, or replacement project that meets the criteria for a capital expenditure.

## CAPITAL POLICY FRAMEWORK

The FY2012 Capital Budget was developed within the capital policy framework initially adopted by the Board of Selectmen in 1991, and subsequently amended to ensure adequate planning and funding for capital investment, particularly cash capital projects within the general fund. This capital investment strategy includes the following major elements:

- Multi-year planning for capital investment;
- Debt exclusions for major capital projects; and
- Ensuring sufficient operating budget resources for maintaining capital assets.

## FIVE-YEAR CAPITAL PROGRAM

Five-year capital improvement planning has been part of Lexington's budget development process for many years. Multi-year planning allows proper staging and sequencing of capital projects to even out spikes and make funding needs more predictable. Capital investment requirements can vary, involving unique large projects such as a new fire engine or a new school building. Other capital investment needs are recurring such as the annual program to resurface roadways.

The five-year Capital Improvement Program includes all capital projects identified by school and municipal departments over the next five years.



The following are potential funding sources for financing the Town's capital investments:

- **Available Funds (Cash Capital)** – The Town regularly appropriates monies from the general fund and enterprise funds to finance small capital investment projects. Examples of available funds are free cash and enterprise fund retained earnings.
- **Debt** – The Town has traditionally financed large capital projects with debt. Debt can be appropriated under the General Fund Tax Levy (either within the levy limit or from a voter approved Proposition 2 ½ debt exclusion) or from Enterprise Funds.
- **Other Sources** – The Town uses dedicated state aid and grant funding to finance capital investment when these funds are available.
- **Community Preservation Act (CPA) Funds** – Beginning in 2007, following voter approval, the Town receives approximately \$4.0 million annually from a property tax surcharge and State matching funds to finance open space, historic preservation, affordable housing and recreation projects.

## FY 2012 CAPITAL FINANCING STRATEGY

The proposed financing plan for the recommended FY2012 capital budget is shown in the table below.

Capital Requests Summary				
	Free Cash/Tax Levy	Other Financing Sources	Debt	Total
General Fund (a)	\$ 2,300,940	\$ -	6,684,620	\$ 8,985,560
Chapter 90/Other State Funding	\$ -	\$ 700,000	\$ -	\$ 700,000
Water Enterprise	\$ -	\$ 25,000	120,100	\$ 145,100
Sewer Enterprise	\$ -	\$ -	1,300,000	\$ 1,300,000
Recreation Enterprise	\$ -	\$ 165,000	\$ -	\$ 165,000
Compost Revolving Fund	\$ -	\$ 65,000	\$ -	\$ 65,000
Traffic Mitigation Stab. Fund	\$ -	\$ 201,000	\$ -	\$ 201,000
Community Preservation Act	\$ -	\$ 2,320,578	\$ -	\$ 2,320,578
<b>Total (all Funds)</b>	<b>\$ 2,300,940</b>	<b>\$ 3,476,578</b>	<b>\$ 8,104,720</b>	<b>\$13,882,238</b>
(a) Cash/Tax Levy includes \$765,368 for street resurfacing of which \$565,368 derives from an FY2001 override, and \$165,572 for maintenance of municipal building envelopes which derives from a FY2007 override. These amounts have been increased annually to mirror the statutory growth in the levy limit allowed under Proposition 2 1/2. It is proposed that this 2.5% increase occur on an annual basis.				

The table on the next page lists all FY2012 recommended projects and their estimated costs by program area and funding source. The Capital Expenditures Committee has also been evaluating these requests and will issue a report and recommendations to Town Meeting.



## FY 2012 Recommended Capital Budget

Department	Project Description	Recommendation	Requested Funding Source(s)
<i>Community Development</i>	Leary Property Planning Funds	\$ 30,000	CPA
<i>Economic Development</i>	Battle Green Master Plan Implementation	\$ 50,000	CPA
<b>Total Community/Economic Development</b>		<b>\$ 80,000</b>	
<i>Fire</i>	Replacement of Ambulance	\$ 240,000	GF Debt
<i>Fire</i>	Firefighter Protection turnout Gear	\$ 88,000	Free Cash
<b>Total Public Safety</b>		<b>\$ 328,000</b>	
<i>Recreation</i>	Town Pool renovations	\$ 165,000	Recreation Retained Earnings
<b>Total Culture and Recreation</b>		<b>\$ 165,000</b>	
<i>Public Facilities</i>	School Locker Program	\$ 150,000	GF Debt
<i>Public Facilities</i>	LHS Overcrowding-Phase I	\$ 175,000	GF Debt
<i>Public Facilities</i>	Clark Paving Improvements for Pedestrians and Vehicles	\$ 125,000	GF Debt
<i>Public Facilities</i>	LHS Roof Repair (\$998,000)	\$ 688,620	GF Debt
<i>Public Facilities</i>	Hastings Playground Expansion	\$ 75,000	GF Debt
<i>Public Facilities</i>	Repair of Fire Station Floor and Office Renovations	\$ 700,000	GF Debt
<i>Public Facilities</i>	School Building Envelope and Systems	\$ 300,000	Free Cash
<i>Public Facilities</i>	School Building Flooring Program	\$ 50,000	Free Cash
<i>Public Facilities</i>	Municipal Building Envelope and Systems	\$ 265,572	Free Cash/Tax Levy
<i>Public Facilities</i>	E. Lexington Fire Equipment Doors Replacement	\$ 80,000	CPA
<i>Public Facilities</i>	School Paving Program	\$ 50,000	Free Cash
<i>Public Facilities</i>	LHS Science Lecture Hall Replacement Seating	\$ 75,000	Free Cash
<i>Public Facilities</i>	Hastings School French Drain	\$ 50,000	Free Cash
<i>Public Facilities</i>	Diamond Modular Extraordinary repair	\$ 75,000	Free Cash
<i>Public Facilities</i>	Public Address (PA) Improvement Gym and Locker Room	\$ 25,000	Free Cash
<i>Public Facilities</i>	Hastings Window Screens	\$ 25,000	Free Cash
<i>Public Facilities</i>	School Window Treatments Extraordinary repairs	\$ 50,000	Free Cash
<i>Public Facilities</i>	Reconfigure & redesign K-5 Curriculum Rooms	\$ 45,000	Free Cash
<b>Total Public Facilities Department</b>		<b>\$ 2,984,192</b>	
<i>Public Works</i>	Dam Repair	\$ 270,000	GF Debt
<i>Public Works</i>	DPW Equipment Replacement	\$ 485,100	GF Debt/Water Debt
<i>Public Works</i>	Storm Drainage Improvements	\$ 500,000	GF Debt
<i>Public Works</i>	Sidewalk Improvement	\$ 200,000	GF Debt
<i>Public Works</i>	Street Betterment Improvements	\$ 375,000	GF Debt
<i>Public Works</i>	Sanitary Sewer System Improvements	\$ 1,200,000	Sewer Debt
<i>Public Works</i>	Pumps station upgrades	\$ 100,000	Sewer Debt
<i>Public Works</i>	Hydrant Replacement Program	\$ 50,000	Free Cash/Water RE
<i>Public Works</i>	South Lexington Transportation Master Plan	\$ 135,000	Traffic Mitigation Stab. Fund
<i>Public Works</i>	Street Improvements	\$ 1,485,368	Tax Levy/Chapter 90
<i>Public Works</i>	Battle Green Monument Restoration	\$ 50,000	CPA
<i>Public Works</i>	Culvert replacement	\$ 65,000	Revolving Fund
<i>Public Works</i>	West view Cemetery Irrigation- Phase III	\$ 35,000	Free Cash
<i>Public Works</i>	Comprehensive Watershed Storm water Management	\$ 50,000	Free Cash
<i>Public Works</i>	Town-wide Signalization Improvements	\$ 42,000	Free Cash
<i>Public Works</i>	Waltham Street Pedestrian Safety Improvements	\$ 66,000	Traffic Mitigation Stab. Fund
<i>Public Works</i>	Compost Facility Green Waste Study	TBD	
<i>Public Works</i>	Park Improvements - Athletic Fields	\$ 50,000	Free Cash
<i>Public Works</i>	Center Playfields Drainage - Phase II	\$ 911,863	CPA
<b>Total Public Works Department</b>		<b>\$ 6,050,331</b>	
<i>Lexington Public Schools</i>	School Technology	\$ 737,000	GF Debt/free cash
<i>Lexington Public Schools</i>	Food Service Equipment	\$ 64,000	GF Debt
<i>Lexington Public Schools</i>	Classroom Furniture	\$ 150,000	GF Debt
<i>Lexington Public Schools</i>	Bridge & Bowman Renovation Design	\$ 280,000	GF Debt
<i>Lexington Public Schools</i>	Estabrook School Feasibility	\$ 1,250,000	GF Debt
<b>Total Lexington Public Schools</b>		<b>\$ 2,481,000</b>	
<i>Town Clerk</i>	Archives and Records Management/Conservation	\$ 150,000	CPA
<i>MIS</i>	MIS Technology Improvement Program	\$ 165,000	GF Debt
<i>MIS</i>	Town wide Electronic Document Management System	\$ 410,000	GF Debt
<b>Total General Government</b>		<b>\$ 725,000</b>	
<i>Non-Governmental Projects</i>	LexHAB - Set Aside for Housing Acquisition	\$ 450,000	CPA
<i>Non-Governmental Projects</i>	Muzzey Condominium Assoc. - Window Replacement	\$ 253,915	CPA
<i>Non-Governmental Projects</i>	Vynebrooke Village Drainage Improvements	\$ 364,800	CPA
<b>Total Non-Governmental Projects</b>		<b>\$ 1,068,715</b>	
<b>Total FY 2011 Requests - All Funds</b>		<b>\$ 13,882,238</b>	



The following pages include tables that show the recommended FY2012 capital projects by financing source: general fund debt, water fund debt, wastewater fund debt, and cash capital (i.e., current revenue). Each table depicting projects to be funded with debt includes the projected debt service impact of recommended projects, actual debt service on debt authorized and issued, and projected debt service on debt authorized and unissued. Finally, each table is accompanied by a written description of each recommended project.

## FY2012 RECOMMENDED PROJECTS - GENERAL FUND DEBT (Table I)



Town of Lexington - FY 2012 Budget  
FY 2012 Manager's Recommended Budget: Capital Projects

TABLE I: FY2012 RECOMMENDED PROJECTS - GENERAL FUND DEBT									
	AMOUNT FINANCED	DEBT SERV. YEARS	EST. BOND INT. RATE	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
<b>MUNICIPAL PROJECTS</b>									
1 Dam Repair	\$ 270,000	5	4.0%		\$ 5,400	\$ 64,800	\$ 62,640	\$ 60,480	\$ 58,320
2 DPW Equipment Replacement (\$485,100)	\$ 365,000	5	4.0%		\$ 7,300	\$ 87,600	\$ 84,680	\$ 81,760	\$ 78,840
3 Storm Drainage Improvements	\$ 500,000	5	4.0%		\$ 10,000	\$ 120,000	\$ 116,000	\$ 112,000	\$ 108,000
4 Sidewalk Improvement	\$ 200,000	5	4.0%		\$ 4,000	\$ 48,000	\$ 46,400	\$ 44,800	\$ 43,200
5 Street Betterment Improvements <sup>1</sup>	\$ 375,000	10	4.0%		\$ 7,500	\$ 52,500	\$ 51,000	\$ 49,500	\$ 48,000
6 Replacement of Ambulance	\$ 240,000	5	4.0%		\$ 4,800	\$ 57,600	\$ 55,680	\$ 53,760	\$ 51,840
7 MIS Technology Improvement Program	\$ 165,000	5	4.0%		\$ 3,300	\$ 39,600	\$ 38,280	\$ 36,960	\$ 35,640
8 Town wide Electronic Document Management System	\$ 410,000	5	4.0%		\$ 2,100	\$ 31,300	\$ 29,660	\$ 28,020	\$ 26,380
<b>FACILITIES PROJECTS</b>									
9 School Locker Program	\$ 150,000	5	4.0%		\$ 3,000	\$ 36,000	\$ 34,800	\$ 33,600	\$ 32,400
10 LHS Overcrowding-Phase I	\$ 175,000	5	4.0%		\$ 3,500	\$ 42,000	\$ 40,600	\$ 39,200	\$ 37,800
11 Clark Paving Improvements for Pedestrians and Vehicles	\$ 125,000	5	4.0%		\$ 2,500	\$ 30,000	\$ 29,000	\$ 28,000	\$ 27,000
12 LHS Roof Repair (\$998,000)	\$ 688,820	10	4.0%		\$ 13,772	\$ 96,407	\$ 93,652	\$ 90,896	\$ 88,143
13 Hastings Playground Expansion	\$ 75,000	5	4.0%		\$ 1,500	\$ 18,000	\$ 17,400	\$ 16,800	\$ 16,200
14 Repair of Fire Station Floor and Office Renovations	\$ 700,000	10	4.0%		\$ 14,000	\$ 98,000	\$ 95,200	\$ 92,400	\$ 89,600
<b>SCHOOL PROJECTS</b>									
15 School Technology (\$737,000)	\$ 502,000	5	4.0%		\$ 10,040	\$ 120,480	\$ 116,464	\$ 112,448	\$ 108,432
16 Food Service Equipment	\$ 64,000	5	4.0%		\$ 1,280	\$ 15,360	\$ 14,848	\$ 14,336	\$ 13,824
17 Classroom Furniture	\$ 150,000	5	4.0%		\$ 3,000	\$ 36,000	\$ 34,800	\$ 33,600	\$ 32,400
Subtotal	\$ 5,154,620				\$ 96,992	\$ 993,647	\$ 1,029,004	\$ 994,622	\$ 960,639
<b>Candidates for Debt Exclusion</b>									
18 Bridge & Bowman Renovation Design <sup>2</sup>	\$ 280,000	20	4.0%			\$ 6,600	\$ 25,200	\$ 24,640	\$ 24,080
19 Estabrook School Feasibility <sup>2</sup>	\$ 1,250,000	20	4.0%			\$ 25,000	\$ 112,500	\$ 110,000	\$ 107,500
Subtotal	\$ 1,530,000					\$ 30,600	\$ 137,700	\$ 134,640	\$ 131,580
<b>TOTAL LEVY SUPPORTED GROSS DEBT SERVICE</b>	<b>\$ 6,684,620</b>				<b>\$ 96,992</b>	<b>\$ 1,024,247</b>	<b>\$ 1,166,704</b>	<b>\$ 1,129,462</b>	<b>\$ 1,092,219</b>
<b>AUTHORIZED LEVY SUPPORTED DEBT SERVICE</b>				<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>FY2015</b>	<b>FY2016</b>
A Subtotal - Approved and Issued Levy Supported Debt Service					\$ 4,109,893	\$ 3,481,080	\$ 2,715,794	\$ 1,867,835	\$ 1,291,203
B Subtotal - Estimated Debt Service - Approved and Unissued Levy Supported Debt Service (short and long-term debt)					\$ 704,465	\$ 1,062,857	\$ 1,074,758	\$ 1,050,819	\$ 1,014,228
C Summary - Debt Service on authorized debt					\$ 4,814,358	\$ 4,543,937	\$ 3,790,552	\$ 2,908,654	\$ 2,305,432
D Subtotal - Projected New Levy Supported Net Debt Service					\$ 96,992	\$ 1,024,247	\$ 1,166,704	\$ 1,129,462	\$ 1,092,219
E Subtotal - Other Debt-related costs					\$ 90,760	\$ 93,483	\$ 95,290	\$ 99,180	\$ 102,160
F TOTAL - PROJECTED LEVY SUPPORTED DEBT SERVICE					\$ 4,669,173	\$ 5,002,110	\$ 5,661,857	\$ 5,053,546	\$ 4,137,295
<b>PROJECTED LEVY SUPPORTED DEBT SERVICE NET OF CANDIDATES FOR DEBT EXCLUSIONS</b>					<b>\$ 4,669,173</b>	<b>\$ 5,002,110</b>	<b>\$ 5,631,087</b>	<b>\$ 4,915,846</b>	<b>\$ 4,002,655</b>

<sup>1</sup> Debt Service for this project will be financed through a street betterment levied against homeowners who abut the street to be repaired.

<sup>2</sup> These projects are candidates for financing as exempt debt. It is assumed that bond anticipation notes to finance work proposed will come due in FY2013. It is anticipated that the projects will be the subject of debt exclusion votes, which, if successful, will exclude debt service costs from the limits of Proposition 2 1/2.

## Municipal Projects

**Dam Repair - \$270,000:** The March 2010 flooding events magnified some serious deficiencies of the Butterfield Dam inlet and outlet control structures. There is sufficient concern about these deficiencies to prompt this concurrent request for design and construction funding so that these deficiencies can be addressed in the upcoming construction season. The town has a responsibility to maintain the structural integrity of this dam and to report the conditions to the Massachusetts Department of Conservation and Recreation.

**DPW Equipment Replacement - \$365,000 (total equipment replacement cost is \$485,100 of which \$365,000 is proposed to be financed from general fund debt and \$120,100 from water fund debt):** This is an annual request to replace equipment that is beyond its useful life and whose mechanical condition no longer meets the work requirements. The Department of Public Works has an inventory of 146 pieces of equipment including sedans,



hybrid SUVs, construction vehicles and specialized equipment used to mow parks, plow snow, repair streets and complete a variety of other projects. Without regular equipment replacement, the efficiency and cost effectiveness of the DPW's operations would be handicapped due to equipment down time and excessive repair costs. FY12 requests are for a tractor with snow blower & mower, a 6-wheel dump truck with plow, a slice seeder, an aerator, a mower with collection system, a utility cart with attachments, and a street sweeper. The piece of equipment to be funded from water department debt is the the 6 wheel dump truck which will support water department operations.

**Storm Drainage Improvements - \$500,000:** Pre-emptive repair of existing drainage structures will reduce damage to the structures themselves, to existing pavement and to public and private property. Recent history has shown that most roadway related construction activity uncovers drainage structures that are in need of repair. \$450,000 of this request will be used to repair/replace drainage structures encountered during the road resurfacing program as well as repair other drainage areas of concern in town. Specifically, it is estimated that \$290,000 will be for extensive drain work as part of the reconstruction of Shade Street. Another \$160,000 is requested for other drain work throughout town. The remaining \$50,000 is requested for activities that include detecting and eliminating illicit discharge sources and monitoring outfalls in order to comply with the new Phase II Stormwater regulations.

**Sidewalk Improvement - \$200,000:** This is an annual request to rebuild and/or repave existing asphalt sidewalks that are deteriorated and to construct new sidewalks with bituminous and granite or asphalt curbing. Sidewalk improvements will support and enhance pedestrian safety and the Safe Routes to School Program. Sidewalk projects will be chosen from the Sidewalk Committee's master plan and all work will be ADA compliant.

**Street Betterment Improvements - \$375,000:** The Department of Public Works has received two petitions for street improvements to bring them up to Town standards: one is for Frances Road (\$200,000 estimate to repair the roadway and install proper drainage) and the other is for Tavern Lane which is a gravel roadway (\$175,000 estimate to repair, install drainage, and pave). Given that these improvements will directly benefit the abutters, it is proposed that they be assessed a betterment charge to cover the cost to bring the streets up to Town standards. Upon completion of repairs, these roadways would become part of the town network for maintenance. At the time this request was proposed, it was unclear whether the Tavern Lane project would be supported by the abutters.

**Replacement of Ambulance - \$240,000:** The Lexington Fire Department has 3 ambulances in its fleet. The two newest vehicles are the primary responders. The third vehicle (the oldest vehicle) serves as a backup for the two primary vehicles in the event one goes down for repairs. This proposal will replace the oldest of the three which is a 2002 model, and will have over 120,000 miles at the time of replacement. One of the two primaries will be relegated to serve as the backup vehicle.

**MIS Technology Improvement Program - \$165,000:** Last year, when submitting the request for Town Hall Server Room Improvements, MIS identified needs for future year's technology improvements. This request is for the first of two phases to implement those previously described improvements. The FY12 project will pursue technical consolidation and energy savings with the purchase and installation of SAN and blade server technology. This will allow for the migration of the stand alone server technology to an energy and space efficient server infrastructure. Additionally, the introduction of blade servers reduces demands on systems support personnel through centralization, and reduces replacement server costs in the operating budget as blade servers are approximately half the cost of standalone servers. The



next phase is expected to continue with additional virtualization for additional energy and support savings.

**Town-wide Electronic Document Management Program - \$410,000:** This request is being submitted on behalf of municipal and school departments. The Laserfiche document management system was purchased approximately 3 years ago and implemented as a municipal records repository. Municipal departments, now in a joint effort with the School Department, seek to expand both the capability and capacity of Laserfiche to include additional documents and expand archive storage. The request includes upgrading to the Enterprise version of Laserfiche, the purchase of additional modules to add functionality to the system, replacement of the server, and scanning of documents to populate the school database.

### **Public Facilities Projects**

**School Locker Program - \$150,000:** Student and athletic lockers provide a safe and secure means for students to protect their personal belongings while in school. Due to constant use they are subject to wear and tear. This project will replace student lockers at Clarke Middle School that cannot be repaired because replacement parts are no longer available. These lockers are the original lockers from the last school construction project. Once replaced, they will be maintained through the Public Facilities annual operating budget.

**Lexington High School (LHS) Overcrowding Phase I - \$175,000:** This project is the first in a series of small construction projects to improve space utilization at LHS and reduce overcrowding, where feasible. The preK - 12 Master Plan identified overcrowding at LHS as an issue that affects student and faculty programs. The plan suggested co-locating the Arts staff on the second floor of the main building to be near the Arts programs. The space adjacent to the Black Box Theater is currently underutilized and can be modified to include offices for the Department Heads and administrator. The move will also create space so the Deans' office suite can better respond to student needs.

**Clarke Paving Improvements for Pedestrian & Vehicular Traffic - \$125,000:** This project consists of two projects to improve pedestrian safety. A sidewalk will be installed from the Clarke pedestrian bridge over Clematis Brook to Brookside Avenue to provide a safe walkway for students and an alternative from cutting across the parking lot. In addition, the parking lot by the tennis courts will be relocated to increase the turning radius for buses. During student drop off and pick up times, the school buses and parent vehicles can become congested navigating the parking lot from Brookside to the school as the turning radius is not sufficient for buses to stay inside the traffic lane. This plan was determined to be the best of the options considered, and has been reviewed by the Sidewalk Committee, Conservation Commission, Public Facilities, DPW, the bus company, and the Clarke administration.

**Lexington High School Roof Repair - \$998,000:** The request is to replace approximately 66,000 square feet of roofing at Lexington High School. This replacement is being completed with support from the Massachusetts School Building Authority (MSBA) under the Green Repair Program. Upon completion of the qualification process, the MSBA is expected to fund 31-40% of the total cost of this project, with Lexington funding the remaining balance, which is estimated to be \$688,620.

**Hastings Playground Expansion - \$75,000:** This request is to expand the Hastings School playground to include playground equipment suitable for grades 3-5. The existing playground



does not accommodate differences in the older students' physical size and ability, cognitive and social skills, or curriculum needs.

**Repair of Fire Station Floor and Office Renovations - \$700,000:** This request is to implement a temporary repair of the Fire Headquarters floor slab and to provide additional office space for Fire Administration staff. The Donham & Sweeney Architects study, completed November of 2010, identified a space need of 25,100 square feet for the Fire Department at the 45 Bedford Street location. The report identified that the failing apparatus room floor slab requires shoring if the decision is made to extend the useful life of the 11,700 square foot building. Implementation of the shoring is estimated to cost \$450,000 and an additional \$250,000 is required to consolidate Fire Administration into modular offices.

### **School Projects**

**School Technology - \$502,000 (\$737,000 is the total request of which \$502,000 is to be funded with general fund debt and \$235,000 with free cash):** This request supports the Lexington Public School's Strategic Goal of enhancing the capacity to utilize technology as an instructional and administrative tool. Funding is requested for:

- replacement of the oldest desktop and laptop computers;
- increasing the number of student workstations at the High School and the two middle schools to get closer to the state average number of computers available for student use;
- replacement of printers and peripherals;
- maintaining and updating the head end equipment for local area networks and servers in the elementary schools;
- installing a managed wireless network that can control up to 50 access points in both the Diamond and Clarke Middle Schools; and
- providing additional classroom computer projectors and document readers.

More than half of the requested funds will be used to replace computers that will be 6 years old. Our oldest computers cannot run current versions of instructional software and have difficulty acquiring needed networking resources. The middle school wireless networks represent Phase 2 of a 3-phase project; the high school was Phase 1 and the five elementary schools that are not wireless will be Phase 3. Document readers were introduced into the school system last year, and teachers have found them to be extremely important at all grade levels to carry out class instructional activities.

**Food Service Equipment - \$64,000:** The ovens and mixer in the High School kitchen need to be replaced. The current ovens have open pilots and occasionally the pilots have gone out creating a dangerous situation with natural gas. Last year, the 6-burner roasting oven was declared unserviceable by the gas company. The ovens have required regular repair, and the Public Facilities Department is in agreement that they need to be replaced. The quantity of food served has grown steadily over the last few years, and most ovens are in use from 7:30 a.m. until noon. Replacement of current ovens and the purchase of two additional ovens will improve safety and cooking strategies. The current mixer is used almost daily to shred government cheese that is delivered in large blocks. Over 75 pounds a week is shredded at LHS for use on pizza and other menu items at all schools in the district.




**Classroom Furniture - \$150,000:** The schools that have not received renovations continue to need cafeteria tables, student desks, age-appropriate chairs, teacher desks and chairs, filing cabinets, swing and fitness center equipment as well as funds to dispose of the old furniture. This is an annual request for replacement of furniture that has reached the end of its useful life.

### Candidate Projects for Debt Exclusion Funding

**Bridge and Bowman Renovation Design Scope Addition - \$280,000:** The schematic design phase of the Bridge and Bowman Renovation Project yielded options to further enhance the useful life of the two schools. This request is for additional design funds to add interior architectural modifications that will result in security enhancements, small meeting spaces, and four additional classrooms in each school. Additional enhancements to building systems will result in educational spaces with improved learning environments, improved lighting, quieter ventilation, and humidity reduction. These improvements support program and educational needs of the two elementary schools with the largest student population. This increased scope increases estimated project cost to \$19.4 million from an earlier estimate of \$13.7 million.

**Estabrook School Feasibility and Second Access - \$1,250,000:** An Emergency Statement of Interest (SOI) has been submitted to the Massachusetts School Building Authority (MSBA) to determine if the replacement of the Estabrook School qualifies for support from MSBA. Due to the recent discovery of polychlorinated biphenyls (PCB's) at the Estabrook School, the replacement of the school has been prioritized. This request will fund the Feasibility Study phase of the MSBA process (\$1,050,000) should the MSBA participate in the project. In addition to the Feasibility Study, this capital request seeks funds (\$200,000) for right-of-way modifications and upgrading of Robinson Road to current code. As identified in the LPS PreK - 12 Master Plan, a second access is recommended to the Estabrook School should the building be replaced.

### **FY2012 RECOMMENDED PROJECTS - WATER FUND DEBT (Table II)**

 <b>Town of Lexington - FY 2012 Budget</b> <b>FY 2012 Manager's Recommended Budget: Capital Projects</b>										
<b>TABLE II: FY2012 RECOMMENDED PROJECTS - WATER DEBT</b>										
	PROJECT	AMOUNT FINANCED	DEBT SERV. YEARS	ESTIMATED INT. RATE	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
1	Equipment Replacement	\$ 120,100	5	4.0%		\$ 2,402	\$ 26,824	\$ 27,863	\$ 26,902	\$ 25,942
	<b>PROJ. REVENUE (WATER) SUPPORTED DEBT SERVICE</b>	\$ 120,100				\$ 2,402	\$ 26,824	\$ 27,863	\$ 26,902	\$ 25,942
<b>AUTHORIZED WATER DEBT SERVICE</b>										
					FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
A	Subtotal: Authorized and Issued Water Debt Service					\$ 980,739	\$ 771,085	\$ 527,578	\$ 484,731	\$ 457,871
B	Subtotal - Estimated Debt Service - Approved and Unissued Water Debt Service (short and long-term debt)					\$ 219,215	\$ 357,060	\$ 474,703	\$ 586,705	\$ 569,108
C	Summary: Debt Service on Authorized Debt					\$ 1,199,955	\$ 1,128,145	\$ 1,002,280	\$ 1,071,436	\$ 1,026,979
D	Subtotal: Projected Debt Service on Proposed Capital Projects					\$ 29,421	\$ 247,051	\$ 239,522	\$ 231,994	\$ 224,466
E	Subtotal - Other Debt-related costs					\$ 1,000	\$ 1,035	\$ 1,071	\$ 1,108	\$ 1,148
F	<b>TOTAL: PROJECTED WATER DEBT SERVICE</b>					<b>\$ 1,193,333</b>	<b>\$ 1,236,376</b>	<b>\$ 1,376,230</b>	<b>\$ 1,242,874</b>	<b>\$ 1,304,539</b>

**Equipment Replacement - \$120,100:** (See detailed narrative in General Fund project section.) DPW maintains a systematic replacement program that identifies what equipment is expected to need replacement during the next five years, with the intent of preventing any unexpected emergency purchases. FY2012 funding is requested for a 6 wheel heavy duty dump truck to be used by the Water Department.



Town of Lexington - FY 2012 Budget										
Table III: FY 2012 Manager's Recommended Budget: Capital Projects										
		AMOUNT FINANCED	DEBT SERV. YEARS	ESTIMATED INT. RATE	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
	PROJECT									
1	Sanitary Sewer System Improvements	\$1,200,000	10	4.0%		\$ 24,000	\$ 168,000	\$ 163,200	\$ 158,400	\$ 153,600
2	Pumps station upgrades	\$100,000	10	4.0%		\$ 2,000	\$ 14,000	\$ 13,600	\$ 13,200	\$ 12,800
	PROJ. REVENUE (SEWER) SUPPORTED DEBT \$	1,300,000				\$ 26,000	\$ 182,000	\$ 176,800	\$ 171,600	\$ 166,400
	AUTHORIZED SEWER DEBT SERV.				FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
A	Subtotal: Authorized and Issued Sewer Debt Service					\$ 530,806	\$ 358,517	\$ 296,250	\$ 263,464	\$ 188,409
B	Subtotal - Estimated Debt Service - Approved and Unissued Sewer Debt Service (short and long-term debt)					\$ 150,367	\$ 330,829	\$ 363,259	\$ 352,489	\$ 341,719
C	Summary: Debt Service on Authorized Debt					\$ 681,163	\$ 689,346	\$ 659,509	\$ 615,953	\$ 530,127
D	Subtotal: Projected Debt Service on Proposed Capital Projects					\$ 26,000	\$ 182,000	\$ 176,800	\$ 171,600	\$ 166,400
E	Subtotal - Other Debt-related costs					\$ 10,000	\$ 10,360	\$ 10,712	\$ 11,067	\$ 11,475
F	TOTAL: PROJECTED SEWER DEBT SERVICE				\$ 651,446	\$ 717,163	\$ 881,696	\$ 847,022	\$ 798,640	\$ 708,002

**Pump Station Upgrades - \$100,000:** Lexington has ten sewer pumping stations valued at over \$6 million. This request is the fourth of a five-year program for upgrades of the stations including bringing them in compliance with federal (OSHA) regulations, and equipment replacement. The pump stations are evaluated every year to ensure they are operating within design parameters. As the system ages, motors and valves need to be replaced and entryways need to be brought up to current OSHA Standards. Pump failure results in sewer surcharging and overflows, which create a public health risk and environmental damage.



## FY2012 RECOMMENDED PROJECTS – RECREATION FUND DEBT (Table IV)



Town of Lexington - FY 2012 Budget  
FY 2012 Manager's Recommended Budget: Capital Projects

TABLE IV: FY2012 RECOMMENDED PROJECTS - RECREATION DEBT										
PROJECT	AMOUNT FINANCED	DEBT SERV. YEARS	ESTIMATED INT. RATE	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	
	\$ -	5	4.0%		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
PROJ. REVENUE (RECREATION) SUPPORTED DEBT SERV.	\$ -				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
APPROVED REVENUE SUPPORTED DEBT SERV.				FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	
Subtotal	Approved and Issued Revenue Supported Debt Service				\$ 131,500	\$ 130,600	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Subtotal	Approved and Unissued Revenue Supported Debt Service				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Summary	Approved Revenue Supported Debt Service				\$ 131,500	\$ 130,600	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Subtotal	Projected Debt Service on Proposed Capital Projects				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	Other Debt-related costs				\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	PROPOSED REVENUE SUPPORTED DEBT SERVICE				\$ 137,200	\$ 131,500	\$ 130,600	\$ 100,000	\$ 100,000	\$ 100,000

No recommendations are being made for debt financing of recreation enterprise fund projects.

## FY2012 RECOMMENDED PROJECTS – FUNDING THROUGH PROPOSITION 2 1/2 DEBT EXCLUSION (Table V)




Town of Lexington - FY 2012 Budget  
FY 2012 Manager's Recommended Budget: Capital Projects

TABLE V: FY2012 RECOMMENDED PROJECTS - FUNDING THROUGH PROPOSITION 2 1/2 DEBT EXCLUSION										
PROJECT	AMOUNT FINANCED	DEBT SERV. YEARS	EST. BOND INT. RATE	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	
1 Bridge & Bowman Renovation Design	\$ 280,000	20	4.00%		\$ -	\$ 5,600	\$ 25,200	\$ 24,640	\$ 24,080	
2 Estabrook School Feasibility	\$ 1,250,000	20	4.00%		\$ -	\$ 25,000	\$ 112,500	\$ 110,000	\$ 107,500	
PROJ. NEW EXCLUDED DEBT SERVICE	1,530,000				\$ -	\$ 25,000	\$ 112,500	\$ 110,000	\$ 131,580	
APPROVED AND PROPOSED EXCLUDED DEBT SERVICE				FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	
Subtotal	Approved and Issued Excluded Supported Debt Service				5,790,280	4,913,385	4,782,206	4,441,575	4,304,911	
Subtotal	Approved and Unissued Excluded Debt Service				36,250	35,125	34,000	32,875	31,750	
TOTAL	Approved Excluded Debt Service				5,826,530	4,948,510	4,816,206	4,474,450	4,336,661	
Subtotal	Proposed Excluded Debt Service				0	25,000	112,500	110,000	131,580	
TOTAL	APPROVED AND PROPOSED EXCLUDED DEBT SERVICE				5,753,550	5,826,530	4,973,510	4,928,708	4,584,450	4,468,241

The projects above are described under Table I, General Fund debt. If a debt exclusion for these projects is successful, the debt service for project costs will be excluded from the limits of Proposition 2 1/2.



## FY2012 RECOMMENDED PROJECTS – CASH CAPITAL (Table VI)

 <b>Town of Lexington - FY 2011 Budget</b> <b>FY 2012 Manager's Recommended Budget: Capital Projects</b>									
TABLE VI: FY2012 RECOMMENDED FUNDING FROM REVENUES (Cash by Source)									
PROJECT	Free Cash	Tax Levy	Water Retained Earnings	Sewer Retained Earnings	Recreation Retained Earnings	Revolving Fund	CPA <sup>1</sup>	Other Funding <sup>2</sup>	TOTAL COST
<b>SCHOOL PROJECTS</b>									
1 Technology Capital Request (\$737,000)	\$ 235,000								\$ 235,000
<b>SUBTOTAL</b>	<b>\$ 235,000</b>								<b>\$ 235,000</b>
<b>FACILITIES</b>									
1 School Building Envelope and Systems	\$ 300,000								\$ 300,000
2 School Building Flooding Program	\$ 50,000								\$ 50,000
3 Municipal Building Envelope and Systems	\$ 100,000	\$ 165,572							\$ 265,572
4 Lexington Fire Equipment Doors Replacement						\$ 60,000			\$ 60,000
5 School Paving Program	\$ 50,000								\$ 50,000
7 LHS Science Lecture Hall Replacement Seating	\$ 75,000								\$ 75,000
8 Hastings School French Drain	\$ 50,000								\$ 50,000
9 Diamond Medallion Extraordinary repair	\$ 75,000								\$ 75,000
10 Public Address (PA) Improvement Gym and Locker Room	\$ 25,000								\$ 25,000
11 Hastings Window Screens	\$ 25,000								\$ 25,000
12 School Window Treatments Extraordinary repairs	\$ 60,000								\$ 60,000
13 Reconfigure & redesign KS Curriculum Rooms	\$ 45,000								\$ 45,000
<b>SUBTOTAL</b>	<b>\$ 845,000</b>	<b>\$ 165,572</b>					<b>\$ 60,000</b>		<b>\$ 1,070,572</b>
<b>MUNICIPAL PROJECTS</b>									
1 Hydrant Replacement Program	\$ 25,000		\$ 25,000						\$ 50,000
2 South Lexington Transportation Master Plan								\$ 135,000	\$ 135,000
3 Street Improvements		\$ 765,368						\$ 700,000	\$ 1,465,368
4 Battle Green Monument Restoration							\$ 60,000		\$ 60,000
5 Culvert replacement						\$ 65,000			\$ 65,000
6 West view Cemetery Irrigation- Phase III	\$ 35,000								\$ 35,000
7 Comprehensive Watershed Storm water Management	\$ 50,000								\$ 50,000
8 Town-wide Signalization Improvements	\$ 42,000								\$ 42,000
9 Waltham Street Pedestrian Safety Improvements								\$ 65,000	\$ 65,000
10 Compost Facility Green Waste Study									TBD
11 Park Improvements - Athletic Fields	\$ 50,000								\$ 50,000
12 Center Playfields Drainage - Phase II							\$ 911,863		\$ 911,863
13 Town Pool Renovations					\$ 165,000				\$ 165,000
14 Firefighter Protection turnout Gear	\$ 85,000								\$ 85,000
15 Leary Property Planning Funds							\$ 30,000		\$ 30,000
16 Archives and Records Management/Conservation							\$ 160,000		\$ 160,000
Battle Green Master Plan Implementation							\$ 50,000		\$ 50,000
<b>SUBTOTAL</b>	<b>\$ 290,000</b>	<b>\$ 765,368</b>	<b>\$ 25,000</b>		<b>\$ 165,000</b>	<b>\$ 65,000</b>	<b>\$ 1,191,863</b>	<b>\$ 961,000</b>	<b>\$ 3,403,231</b>
<b>OTHER CPA FUNDED PROJECTS</b>									
1 LexHAB - Set Aside for Housing Acquisition							\$ 450,000		\$ 450,000
2 Muzzey Condominium Assoc. - Window Replacement							\$ 253,915		\$ 253,915
3 Vinebrooke Village Drainage Improvements							\$ 364,800		\$ 364,800
<b>SUBTOTAL</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,068,715</b>	<b>\$ -</b>	<b>\$ 1,068,715</b>
<b>TOTAL</b>	<b>\$1,370,000</b>	<b>\$930,940</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$165,000</b>	<b>\$65,000</b>	<b>\$2,320,578</b>	<b>\$961,000</b>	<b>\$6,777,518</b>

<sup>1</sup> CPA totals do not include proposed FY2012 administrative budget of \$150,000 or the FY2012 debt service payment for the Buss and Cotton Farm properties.

<sup>2</sup> Proposed funding for South Lexington Transportation Master Plan and Waltham Street Pedestrian Safety Improvements is the Traffic Mitigation Stabilization Fund. Proposed Funding for the Street Improvements project is \$765,368 from the tax levy of which \$585,368 derives from an FY2001 override and \$700,000 in Chapter 90 funding.

### School Projects

**Technology Capital Request - \$235,000 (free cash):** (See detailed narrative in General Fund project section.) This request is being funded through a combination of debt and cash financing. This represents the cash portion whose source is free cash.

### Department of Public Facilities Projects

**School Building Envelope and Systems - \$300,000 (free cash):** This project involves performing annual prioritized design, repairs and modifications to prevent deterioration of school building exteriors and building systems. Proper maintenance of school buildings requires continual investment in the building envelope and building systems. This includes repair of damaged panels and siding, re-caulking and weatherproofing windows and doors, and repainting the wood exterior. Small, individual items such as failure of a specific door or window or small painting projects will continue to be funded through the operating budget. FY 2012 priorities may include replacing LHS fascia, main entrance doorways, and Science Building entrance. Funding will also be used for ad hoc modifications to school educational spaces district-wide to accommodate enrollment changes.



**School Building Flooring Program - \$50,000 (free cash):** This project will replace carpet, vinyl tile, and ceramic tile flooring systems that have failed or are beyond their useful life and exceed \$25,000 in cost. Flooring systems must be replaced periodically to insure the surfaces are safe and cleanable. Worn or broken flooring creates a tripping hazard, can provide harborage for bacteria and water, and is difficult to clean. Smaller repairs of flooring components are funded through the operating budget.

**Municipal Building Envelope and Systems - \$265,572 (\$165,572 free cash and \$100,000 tax levy):** This ongoing capital request includes design and construction repair/replacement projects for the maintenance and upgrade of municipal buildings and systems. Repairs to roofs, windows, mechanical and electrical systems, and interior finishes are required on a continual basis to maintain town facilities for their intended function. The public building infrastructure will always need to be maintained, repaired, and upgraded to prevent structural deterioration and avoid safety hazards. The projects within this program do not increase the size of the public building stock and therefore do not result in increased utility usage or maintenance costs.

**East Lexington Fire Equipment Doors Replacement - \$60,000 (CPA funds):** The door openings at the East Lexington Fire Station need to be enlarged to improve fire operations. Today's larger fire vehicles have a close tolerance to the door openings, and the potential exists for damage to the building and equipment, or delay in department response to an incident. This is a proactive measure to prevent further damage or interference with department operations. The project will be implemented in two phases. The first phase will be to develop a design that enlarges the door openings in a manner consistent with the historic character of the building and the second phase will be the implementation of the approved modifications.

**School Paving Program - \$75,000 (free cash):** This project requests funds to maintain school parking and paved pedestrian surfaces in a condition suitable for public use. In the last four years paving improvements have been implemented at Estabrook, Bridge, Bowman and Hastings. The Department of Public Facilities and the Department of Public Works Engineering partner on these projects to utilize the DPW paving bids.

**LHS Science Lecture Hall Replacement Seating - \$75,000 (free cash):** The LHS Science Lecture Hall seats 290 and is a highly utilized space for the school and the community. This project will replace the wooden, floor mounted seats with riser mounted plastic seats. The wooden seats in the lecture hall are in poor condition, with graffiti and many broken components. The proposed plastic seats are more easily maintained, less prone to graffiti, and will be mounted on the risers instead of the floor to make sweeping more efficient.

**Hastings School French Drain - \$50,000 (free cash):** During the summer of 2010, Public Facilities implemented exterior improvements to the east elevation of Hastings School to reduce and eliminate water infiltration. The situation has improved, but during heavy rains water is still seeping in at the slab/wall seam. The project will install a french drain along the east perimeter wall to contain and channel ground water to a location where it can be pumped out of the building.

**Diamond Modular Extraordinary Repair - \$75,000 (free cash):** The portable classrooms are worn and battered, both inside and out, after more than 10 years of use. The exterior sheathing is buckling and delaminating. The interiors show signs of age in doors that do not lock properly, buckling flooring in bathrooms, and loose hallway trim and molding. As every



available classroom space is currently scheduled at Diamond, the portables need to be maintained as viable classrooms.

**Public Address Improvement Gym & Locker Rooms - \$25,000 (free cash):** The speaker system that serves the Diamond School gym, exercise room and locker rooms will be upgraded. The system was installed around 1956 and does not project sound well. Students and staff often do not hear announcements. Emergency calls and essential communications are of critical importance. In addition, many athletic events and school gatherings are held in the gym and clear sound is desirable.

**Hastings Window Screens - \$25,000 (free cash):** This request is to purchase window screens for classrooms and library windows at Hastings School. The temperatures in these classrooms can be above 94 degrees in the spring and fall, so classrooms windows are opened. Screens are needed as a barrier to insects that could cause health and safety problems for students and staff.

**School Window Treatments Extraordinary Repair - \$50,000 (free cash):** The majority of Lexington's school buildings have inoperable horizontal blinds that were installed when the buildings were constructed. This project will replace these window treatments with low maintenance solar shades to increase energy efficiency, control sun glare, and improve overall lighting control in the educational space.

**Reconfigure & Redesign K-5 Curriculum Rooms 3, 4, & 5 at Central Office - \$45,000 (free cash):** This project will reconfigure rooms at the Central Office that are used by K-5 curriculum coordinators, program leaders and department heads. Funds are needed to purchase and install shelving and office furniture, install air conditioners and telephones, and move materials so that resources are located and organized appropriately for ease of use and accessibility. These changes will allow the Math, Literacy, Science, and Social Studies program staff to make efficiencies in their individual programming needs.

## **Municipal Projects**

**Hydrant Replacement Program - \$50,000 (water retained earnings (\$25,000) and free cash (\$25,000)):** There are 1,500 hydrants in Lexington's fire protection system. This is the fifth request in a phased project to replace older fire hydrants with new and more efficient hydrants that meet NFPA requirements. The new hydrants will increase fire fighting capacity thus reducing property damage and increasing safety. The new hydrant will be of a break-away design which will cost less to replace when damaged. \$50,000 will fund approximately 25 replacements.

**South Lexington Transportation Master Plan - \$135,000 (Traffic Mitigation Stabilization Fund):** This project has two components. The first component will be the development of a Town-wide Transportation Policy, and the second component will be a Transportation Plan for South Lexington. The comprehensive transportation policy and processes will incorporate standards for roadways, sidewalks, and bike lanes that are clear, consistent, and cost-effective. Town safety personnel, land-use departments, and boards and committees will participate in policy discussions for an improved transportation network that factors in pedestrian, cycling, vehicular and transit accommodations and safety. A comprehensive policy can inform future capital planning and budgeting. The Transportation Plan for South Lexington will provide long-term guidance on safety improvements and strategies for the area and improve alternative modes of transportation.



**Street Improvements - \$1,465,368 (\$765,368 (tax levy) and \$700,000 (Chapter 90 funds):** This request for the annual street resurfacing program is comprised of \$765,368 of tax levy dollars of which approximately \$565,000 derives from a 2001 operating budget override, and an anticipated distribution of \$700,000 of Chapter 90 funds. An additional \$200,000 of tax levy support has been recommended for FY12. Funds will be used for design, inspections, planning, repair and resurfacing. This funding will allow for the proper maintenance and repair of Lexington's streets and sidewalks, increasing their quality and safety.

**Battle Green Monument Restoration - \$50,000 (CPA funds):** This project will rehabilitate and repair existing monuments in Town in preparation for the Town's 300th year celebration in 2013. Monuments to be restored and repaired include the Obelisk, Minuteman Statue, Minuteman Monument, and the Common flagpole. A conservator will be hired to assist and oversee the necessary work. The monuments will be checked for structural integrity and will be repaired and restored to proper finish. This project will preserve monuments to Lexington's history for both Lexington residents and tourists visiting the Town.

**Westview Cemetery Irrigation Phase 3 - \$35,000 (free cash):** This request is for funds to complete the in-ground irrigation system for the Westview Cemetery. There are two sections remaining that need in-ground irrigation to help improve and maintain turf appearance, its vigor and recovery. Water is essential for turf to grow and is especially important for seed establishment. Lack of proper irrigation will lead to deteriorating turf which will result in higher maintenance costs and unsightly appearance of the grave sites.

**Comprehensive Watershed Storm Water Management Study & Implementation - \$50,000 (free cash):** This request is for consultant services for initial design development of improvements recommended in phase one of a three phase study. DPW, Engineering and Conservation are collaborating on addressing drainage/brook management issues. They have identified problems of sediment buildup in brooks and wetlands which reduces the volume of water that can be handled by our drainage system. If this issue is not addressed in the very near future, the risk of flooding due to poor drainage will increase and cause private property damage and Town infrastructure damage. Upon completion of the three phases, the 18 brooks within the 3 watersheds in Lexington (Charles River, Mystic River, and Shawsheen River) will have been studied. Future funding requests will be made for implementing needed improvements.

**Town-wide Signalization Improvements - \$42,000 (free cash):** This project is part of an annual program to upgrade signalized intersections throughout town. Engineering staff is in the process of a Traffic Intersection Signal Study funded with Traffic Mitigation funds that encompasses pedestrian signals. The signal compliance study includes ADA compliance, condition assessment, signal timing, delays, priority of need, and energy efficiency. The FY12 request is to update pedestrian signals at the Bedford/Hill/Revere intersection

**Culvert Replacement - \$65,000 (Compost revolving fund):** The three corrugated metal pipe arch culverts under the access road to the Hartwell Avenue Compost Facility have failed due to rust and separation at the pipe connection joints. Significant sinkholes have developed in the roadway as a result. Replacing these pipe culverts will allow for continuous and safe access to the compost facility as well as proper storm water flow through the culverts. In the future, culverts on Concord Avenue and elsewhere in Lexington will also need repairs.



**Waltham Street Pedestrian Safety Improvement - \$66,000(Traffic Mitigation Stabilization Fund) :** This request would allow for the installation of a high visibility pedestrian crossing on Waltham Street in the vicinity of Brookhaven. A study of the area has been completed and the Traffic Safety Advisory Committee has recommended the installation to provide a clear indication to vehicles that there is a pedestrian crossing and to make the street safer for pedestrians. Waltham Street is very heavily travelled and has numerous destination points such as stores and banks on both sides of the street. Additionally, there is a dense population of elderly residents in the Brookhaven neighborhood who cross in this area for shopping.

**Anaerobic Facility Study - \$TBD:** The Board of Selectmen has requested staff to assess the Hartwell Avenue compost site as a location for a privately operated "green waste" processing facility. Such an operation, through a process known as anaerobic digestion, would convert green waste (food stuffs and vegetative matter) into energy and compost. At present, the Department of Public Works is developing estimates for the cost of an initial assessment of the viability of this site, including permitting, engineering and preparation of an RFP. Once this estimate is developed, a request may be made at the 2011 annual town meeting for funding for the consulting services to conduct this assessment.

**Park Improvements -Athletic Fields - \$50,000 (free cash):** The request for this annual program will target the Franklin ballfield area. Lexington's athletic fields see excessive use by recreation, school, youth, and adult groups and the Franklin ballfield area has not been renovated in over 20 years. The proposed renovations will include infield and outfield grading and turf replacement to improve drainage and increase playability, installation of irrigation where appropriate, and replacement of backstop and player benches to correct safety issues.

**Center Playfields Drainage Implementation Phase - \$911,863 (CPA funds):** The Center Playfields Complex is the most heavily used Recreation complex in the Town. It is used by the schools, adult and youth leagues and the general public. The entire 23-acre area has very poor drainage conditions resulting in standing water, soft field areas, and reduced turf cover and quality which lead to unsafe and unplayable conditions. Funds requested for FY12 are the second phase of a three year project projected to cost \$2.39 million. Work in this phase will implement drainage and grading improvements on the football field and JV baseball field areas to move water off the fields and allow them to dry faster. Funding for the remaining field areas and parking lot will be requested in FY13.

**Town Pool Renovations - \$165,000 (recreation retained earnings):** This request is for phase II of a multi-phased program of renovations to the Irving H. Mabee Pool Complex. Proposed renovations were identified in a consulting study completed in 2008. Phase I, approved at the 2010 annual town meeting, includes the replacement of the hot water system, the ventilation and exhaust system, and compliance and safety issues. The \$165,000 requested for Phase II is for interior repairs, renovations to enhance environmental and energy efficiency at the complex including the replacement of toilets, showers and sinks in the men's and women's locker rooms with water conserving systems. Funds for Phase III will be requested for FY16 and are estimated at \$1,100,000 to replace the pool's filtration system which is beyond its useful life.

**Firefighter Protective Turnout Gear - \$88,000 (free cash):** Turnout gear is the primary safety garment worn by firefighters to provide protection against burns, exhaustion, and exposure to toxic fumes. Since the Lexington Fire Department upgraded all of its protective gear in 1997, on a continuous basis the gear has been replaced through the operating budget. This year several sets of gear were returned as not certifiable, and a subsequent audit of all



gear indicates 40 sets of deficient gear. Deficiencies include bad vapor barriers, damaged internal thermal barriers, and ultraviolet-damaged outer shells. This capital request will allow the funding available through the operating budget to maintain the condition of turnout gear going forward.

**Leary Property Design - \$30,000 (CPA funds):** The Ad Hoc Leary Property Community Housing Task Force has recommended to the Board of Selectmen that \$30,000 be requested to prepare an affordable housing development proposal for the site at 116 Vine Street. Approval of these funds would enable the Task Force to continue public outreach and pre-development activities such as architectural and engineering work, production of plans and specifications, and program development. The Task Force expects to explore a range of construction funding, including a future application for CPA funds, but the Task Force needs to define its program prior to applying for affordable housing production grants from the State. Ultimately the group envisions that a local non-profit developer will handle the long-term operation and maintenance of the property, and that revenues generated by the property will be sufficient to sustain the project without needing infusions of new capital.

**Archives & Records Management/Records Conservation & Preservation - \$150,000 (CPA funds):** This is the fourth year request for a 5-year program of conservation and preservation of historic municipal documents and records. It will continue the proper retention and archiving of vital records created by municipal departments with microfilming and digitization for ready access. The request for FY12 includes significant items from the Assessor and Town Clerk collections that are at risk for damage and loss. Additional work to microfilm bulky permanent records is also planned. The request includes provision of hardware/software as needed for electronic document management, in addition to microfilming, scanning, preservation and conservation.

**Battle Green Master Plan Implementation - \$50,000 (CPA funds):** A Master Plan for the Battle Green is being prepared for the Selectmen's approval in March, 2011. This plan will call for the coordinated stewardship of this important Lexington resource, and will recommend site improvements including comprehensive programming for lighting, interpretation, path surfaces, parking, pedestrian access, monument preservation and plantings. While the details of the Master Plan have not been approved, the Master Plan Committee is seeking funding for initial work on the pathways leading to the monuments on the Green. The funding estimate for this historic preservation project is \$48,000 for restoration work with a \$2,000 contingency. Additional funding may be requested in subsequent years for this historic preservation project, depending upon available matching state, federal, and private grant funds.

### **Other CPA-Funded Projects**

**LexHAB - Set Aside for Housing Acquisition - \$450,000 (CPA funds):** LexHAB is requesting "up-front" funds from the CPA fund in order to purchase affordable housing units in a cost-effective manner. To date, LexHAB purchases a unit, applies to the CPC for funding, and then must wait until July 1 until funds become available. This delay results in the necessity for two closings, duplicative legal fees, lost rental income, and unnecessary payment of interest costs. Providing LexHAB with funds prior to purchase saves LexHAB and the Town considerable money and staff time. The funds for this article to support community housing would be held by the Town, and bills would be submitted for payment, similar to all CPC and Town Meeting approved projects. The CPC is recommending this funding to Town Meeting subject to agreed standards for the purchase or creation of new housing units.



**Muzzey Condo Assoc. Window Replacement - \$253,915 (CPA funds):** This project involves the replacement of windows on the former Muzzey Junior High School building on Massachusetts Avenue, which is in the Munroe Tavern Historic District. Windows owned by the residents of the Muzzey Condominium Association are in need of replacement due to energy inefficiency and widespread deterioration, and the Historic Districts Commission has approved the Association's plan for total replacement with windows which cost \$2,855 per window -- a substantial premium over the more affordable \$931 per window for modern vinyl windows. The Association is seeking to mitigate this difference in cost for approximately 132 windows. The Association feels this is necessary since many residents are on limited fixed incomes, substantially below the area-wide median income level, and have had to face \$300,837 in capital improvements to the building in the last two years. The CPC has approved this request, with the stipulation that the monies appropriated in this grant be returned to the Town upon sale of individual units.

**Vynebrooke Village Drainage Improvements - \$364,800 (CPA funds):** This project follows upon a design study funded in FY 2011 of the drainage problems at this state-funded public housing development. At present, water accumulates around the units and flows into the crawl spaces below the apartments. Each apartment is equipped with a sump pump, but the pumps are not adequate to handle flow from large storm events, and this situation has worsened over the years. This project to preserve community housing would fund the construction of a drainage system around the perimeter of the units that would tie into the storm drain system; a venting system to prevent inflow into the units; and the installation of a dehumidification system in each unit.



# DEFERRED FY2012 CAPITAL REQUESTS AND FY2013 TO FY2016 CAPITAL REQUESTS

Department	Project Name	FY 2012 Deferred	FY 2013	FY 2014	FY 2015	FY 2016	Total
<b>Fire</b>							
	Replacement of Ladder Truck	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -	\$ 1,000,000
	Fire Headquarters Replacement						TBD
	Public Safety Radio Connectivity	\$ 427,517	\$ 85,000	\$ -	\$ -	\$ -	\$ 512,517
		\$ 427,517	\$ 85,000	\$ 1,000,000	\$ -	\$ -	\$ 1,512,517

## Human Services

	Muzzey Senior Center Upgrade Phase 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

## MIS

	Head End Equipment Replacement - phase IV	\$ -	\$ 60,000	\$ 125,000	\$ 250,000	\$ -	\$ 435,000
	MIS Technology Improvement Program		\$ 140,000	\$ -	\$ -	\$ 64,000	\$ 204,000
	Replace Town Wide Phone Systems	\$ 600,000	\$ 600,000	\$ -	\$ -	\$ -	\$ 1,200,000
	Town Wide Electronic Document Management System		\$ 80,000	\$ 60,000	\$ -	\$ -	\$ 140,000
		\$ 600,000	\$ 880,000	\$ 185,000	\$ 250,000	\$ 64,000	\$ 1,979,000

## Police

	Police Station Renovation and Add-on Design and Engineering	\$ -	\$ -	\$ -	\$ -	\$ -	TBD
	Software (Police & Fire/EMS)	\$ -	\$ -	\$ -	\$ -	\$ 410,000	\$ 410,000
		\$ -	\$ -	\$ -	\$ -	\$ 410,000	\$ 410,000

## Public Facilities

	Building Envelope		\$ 169,711	\$ 173,954	\$ 178,302	\$ 162,760	\$ 704,727
	Community Center Construction						TBD
	Restoration of the Stone Building						TBD
	School Building Roofing Program	\$ -	\$ 157,930	\$ -	\$ -	\$ 396,162	\$ 554,092
	School Building Envelope Program		\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 800,000
	Clarke Auditorium Lighting and Technology Upgrade	\$ 90,000	\$ 170,000	\$ 60,000	\$ -	\$ -	\$ 320,000
	Bridge & Bowman Renovation		\$ 18,340,786	\$ -	\$ -	\$ -	\$ 18,340,786
	School Building Flooring Program	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 625,000
	East Lexington Fire Equipment Doors Replacement	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000
	Lexington ADA Title II Survey	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
	LHS Way Finding Signs	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
	School Window Treatments Extraordinary Repair	\$ 50,000	\$ 100,000	\$ 50,000	\$ 50,000	\$ 25,000	\$ 275,000
	School Locker Program		\$ 150,000	\$ 150,000	\$ 50,000	\$ 25,000	\$ 375,000
	School Paving Program	\$ 25,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000	\$ 325,000
	School Interior Painting Program	\$ -	\$ -	\$ 150,000	\$ 150,000	\$ 150,000	\$ 450,000
	LHS Pervious Sidewalk and Landscape	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
	LHS Overcrowding - Phase 1	\$ 175,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,175,000
	Estabrook School Feasibility		\$ 29,850,000	\$ -	\$ -	\$ -	\$ 29,850,000
		\$ 630,000	\$ 49,588,427	\$ 1,233,954	\$ 1,078,302	\$ 1,428,922	\$ 53,959,605

## Public Works

	Mass Ave - Three Intersections Improvement	\$ -	\$ 275,000	\$ -	\$ -	\$ -	\$ 275,000
	Dam Repair			\$ 10,000	\$ -	\$ -	\$ 10,000
	Street Improvements		\$ 1,280,000	\$ 1,294,000	\$ 1,309,000	\$ 1,324,000	\$ 5,207,000
	Water Distribution System Improvements	\$ -	\$ 900,000	\$ 575,000	\$ 575,000	\$ 575,000	\$ 2,625,000
	Sanitary Sewer System Improvements		\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 4,800,000
	Town Wide Culvert Replacement		\$ 315,000	\$ 315,000	\$ 250,000	\$ -	\$ 880,000
	Storm Drainage Improvements		\$ 250,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,000,000
	Equipment Replacement		\$ 515,700	\$ 538,700	\$ 490,700	\$ 405,700	\$ 1,950,800
	Hastings Park Irrigation	\$ 70,000	\$ -	\$ -	\$ -	\$ -	\$ 70,000
	Hydrant Replacement Program		\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 200,000
	Water Management Study and Implementation		\$ 360,000	\$ 250,000	\$ 250,000	\$ 250,000	\$ 1,110,000
	Town-wide Signalization Improvements		\$ 125,000	\$ 125,000	\$ 125,000	\$ 125,000	\$ 500,000
	Pump Station Upgrades		\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 400,000
	Automatic Meter Reading System	\$ 707,250	\$ 546,000	\$ 546,000	\$ -	\$ -	\$ 1,799,250
	CBD Sidewalks	\$ -	\$ 120,000	\$ 1,110,000	\$ -	\$ -	\$ 1,230,000
	Sidewalk Improvement		\$ 300,000	\$ 400,000	\$ 400,000	\$ -	\$ 1,100,000
	Concord Avenue Sidewalks	\$ -	\$ 150,000	\$ 1,000,000	\$ -	\$ -	\$ 1,150,000
		\$ 777,250	\$ 6,486,700	\$ 7,763,700	\$ 4,999,700	\$ 4,279,700	\$ 24,307,050



# **DEFERRED FY2012 CAPITAL REQUESTS AND FY2013 TO FY2016 CAPITAL REQUESTS (continued)**

Department	Project Name	FY 2012 Deferred	FY 2013	FY 2014	FY 2015	FY 2016	Total
<i>Recreation</i>							
	Town Pool Renovation		\$ -	\$ -	\$ -	\$ 1,120,000	\$ 1,120,000
	Implementation Phase		\$ 605,718	\$ -	\$ -	\$ -	\$ 605,718
	Park Improvements - Athletic Fields		\$ 50,000	\$ 200,000	\$ 200,000	\$ 210,000	\$ 660,000
	Pine Meadows Equipment	\$ -	\$ 42,000	\$ -	\$ 52,000	\$ 45,000	\$ 139,000
	Athletic Facility Lighting	\$ -	\$ 269,469	\$ -	\$ 459,370	\$ -	\$ 728,839
	Pine Meadows Improvements	\$ -	\$ -	\$ 259,000	\$ -	\$ -	\$ 259,000
	Resurfacing	\$ -	\$ 110,000	\$ -	\$ 75,000	\$ 40,000	\$ 225,000
	Park and Playground Improvements	\$ -	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ 240,000
	ADA Accessibility Study	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000
		\$ -	\$ 1,137,187	\$ 519,000	\$ 896,370	\$ 1,475,000	\$ 4,027,557



